

UNITED STATES GOVERNMENT

Memorandum

TO: MR. CALLAHAN

DATE: 10/4/74

FROM: O. T. JACOBSON

SUBJECT:

DIRECTOR, PLANNING AND RESEARCH DIVISION
BOSTON, MASSACHUSETTS POLICE DEPARTMENT

Assoc. Dir. _____
Dep. AD Adm. _____
Dep. AD Inv. _____
Asst. Dir.:
Admin. _____
Comp. Syst. _____
Ext. Affairs _____
Files & Com. _____
Gen. Inv. _____
Ident. _____
Inspection _____
Intell. _____
Laboratory _____
Plan. & Eval. _____
Spec. Inv. _____
Training _____
Legal Coun. _____
Telephone Rm. _____
Director's Sec'y _____

At the request of the Director, and in his absence.

Earl E. Sheets of this Division met on 10/3/74 with [redacted]
and [redacted] Massachusetts State Planning, while they were
here in Washington on other business.

[redacted] by letter to the Director 9/20/74 (attached)
had outlined a study proposed by him, [redacted]
which would be a national study of police training and education. The
study would be funded initially by the Florence V. Burden Foundation
with a \$64,000 planning grant. Bureau indices contain no record of
this Foundation of which [redacted]

During the 10/3/74 meeting [redacted] stated the
study would be concerned with Urban Policing, what is taught in the
training academies and by whom, where police go to college, what they
study and who teaches them. The study would use as a basis the ABA
report on Urban Police Functions and would start with a presumption
there is a need for the study. He likened the study to the Flexner Report
published in 1910 by Abraham Flexner, an outstanding authority on higher
education, especially in the field of medicine. His study of American
medical colleges caused sweeping changes in curriculum and teaching
methods.

Specifically, [redacted] is seeking the Director's
approval that the Director will be part of an advisory group composed of
the Director, [redacted] (Police Foundation), Bob Kiley (Deputy Mayor
Enclosure

1 - Mr. Callahan

1 - Mr. Jacobson

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Att. 2

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Memorandum to Mr. Callahan

RE: [REDACTED]

Director, Planning and Research Division
Boston, Massachusetts, Police Department

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of Boston), and [REDACTED]
He stated the latter two have agreed to serve. The advisory group would furnish advice as to the composition of a "commission" to preside over the study, on the substance and methodology of the study, and on a strategy for obtaining the funds required by the study. [REDACTED] made it plain that he was seeking the services of the Director because of the Director's reputation as a progressive Chief of Police while in Kansas City but that his present position would, of course, give added weight to the possibility of success for the study. He mentioned he had been to the Police Foundation office in Washington prior to the meeting but made no mention as to whether [REDACTED] had agreed to participate in the advisory group.

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It became apparent during the meeting on 10/3/74 that the study is one to be conducted within the Boston Police Department Planning and Research Division and the Massachusetts State Planning Commission. Although [REDACTED] states there has never been a study of this depth it is noted that IACP is heavily committed to the study of institutions providing courses in law enforcement and the accreditation of those institutions. Should the Director agree to serve as an advisor he will undoubtedly be listed in future correspondence as an "Advisor". Part of the study is to review the National Academy concept and the FBI's police training contributions. The Director would then be acting as an advisor to a privately funded study looking at the FBI's training operations as well as functions now being carried out by the IACP.

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RECOMMENDATIONS:

1. That the Director consider the conflict in serving as an advisor to a private funded study while serving as Director of a Federal agency whose functions would constitute a large portion of the study.

This group, which we hope will be composed of you, [redacted] and Bob Kiley and [redacted] both of whom have agreed to serve, will meet privately for one day in November or December with [redacted] and me. At that meeting, we shall seek your advice on composition of a "commission" to preside over the study, on the substance and methodology of the study, and on a strategy for obtaining the funds required by the study.

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- 2) After the meeting [redacted] and I shall prepare a paper on the need for a major study of the police preparation, the course to be followed, and the assumptions about the future of the police field on which the study will be based. That paper will be sent to the people who are to be invited to serve on the Commission.
- 3) Three pieces of research will be commissioned as a background for the Commission's first meeting: One on the present state of police training, another on education, and a third on alternatives for improving the police preparation.
- 4) At the meeting of the Commission, we shall present the study's goals, agree on an implementation strategy, and discuss funding of the study.
- 5) A very substantial application will be prepared for the Commission to present for funding.

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We anticipate a study which will last for eighteen months or two years. We intend to survey the field and compile the most comprehensive data on what is taught in training academies and by whom, where police go to college, what they study, and who teaches them. We intend to consult trainers, educators, and others about what police need to know and who should teach them. We intend to consider the current contribution and the future needs of national training institutions like the Southern Police Institute, Northwestern, and, of course, the National Academy. In short we intend to do the most exhaustive study which has been done on an aspect of our field, and develop the most comprehensive plan for improvement.

We very badly need your help, and not because of your present position. Your importance to us is not that you are Director of the FBI, although, of course, the Bureau's importance in police training makes it important. Your importance is precisely the same as it was when I first asked you to head this study two years ago. You are Clarence Kelley, police chief, and most successful and respected police chief. You have insights, knowledge, and skills not conferred on you by your present position; you brought them to your present position.